
ANNEX A: DOCTRINE

Concepts to Doctrine

The Army's Objective Force Concept is the capstone warfighting concept that provides a holistic, macro-level description of the future Army and how it will conduct operations. It is the foundation for a comprehensive Objective Force body of work, which includes detailed subordinate concepts that describe the full range of interdependent operations, functions, and related future Army capabilities from a variety of perspectives and levels. The capstone concept describes future Army capabilities and the contributions these capabilities bring to the entire force. It describes capabilities for global power projection and employment of U.S. forces across the full spectrum of military operations conducted at strategic, operational, and tactical levels in joint, multi-Service, and multinational operations, as well as actions involving, or in support of, other agencies. The development of the concept begins with the study and analyses of a wide range of data to include Army missions, historical perspectives, operational environments, technological forecasts, assumptions and current Army doctrine.

While Army doctrine emerges from Army concepts, Army concepts themselves are developed in parallel with and in collaboration with joint concept developers. *Joint Vision 2020* and a series of evolving joint concepts including the *Joint Operations Concept*, Joint Operational Concepts, and joint functional and enabling concepts, as well as the *Army Vision*, are key documents in the logic trail from

concepts to doctrine. As a new concept begins to mature, it is analyzed in relationship to doctrine, organization, training, material, leadership and education, people, and facilities (DOTMLPF). These analyses identify future operational capabilities and force design parameters required for maneuver, maneuver support, and maneuver sustainment functions on the battlefield. These documents provide focus for experimentation programs and science and technology. Once an initial draft of a concept is completed, it is analyzed through a process of experimentation and testing. This analysis may be done in several ways, to include studies by the TRADOC Analysis Center, analysis at the battle labs, or in a series of wargames. Results are incorporated into the draft concept to produce a second draft. Once approved, a concept is published as a 525-series Field Manual (FM). Approved concepts become the baseline document for the development of Army doctrine. *FM -1, The Army*, and *FM 3-0, Operations*, describe how the Army prosecutes operations. Concepts drive doctrine, which in turn become a key ingredient in the combat readiness of the Army. Approved doctrine ensures the leadership, Soldiers, and collective training are all oriented toward fielding an Army with a common operational language and common tactics, techniques, and procedures (TTP).

Sustaining a Doctrine-based Army

The Army's future doctrine must enable core warfighting capabilities while increasing its strategic responsiveness and dominance over

an expanded range of mission environments and threats. Doctrine must encourage the relentless pursuit of the initiative in all military operations. It must address the importance a common picture of the battlefield plays in joint simultaneous engagement in depth, shaping the close fight and winning with overmatch. Doctrine must fully address how to effectively integrate and balance the application of information-enabled precision effects and maneuver into every mission area along the operational spectrum.

Doctrine must sustain an Army that will be a hybrid force, with current organizations, training systems, and materiel being replaced by new. It must emphasize the distributed, noncontiguous operations required in *Joint Vision 2020*. It must also address the complete range of potential tactical and operational missions and operating environments—not only open, rolling terrain, but also close terrain and the equally challenging complex and urban terrain that is becoming the battlefield of choice for potential adversaries. Most importantly, this doctrine must be comprehensive and embrace the full spectrum of military operations, providing a conceptual basis for the rapid transition—without loss of momentum—across the spectrum of operations.

In the near term, the Army will conduct an integrated rewrite of key Army concepts, doctrine, and strategic plans to address full-spectrum operations in the joint, interagency, and multinational environment. As the Army proponent, TRADOC will focus on joint doctrine and warfighting concepts that maximize lethality and survivability. Joint capabilities for precision maneuver and engagement, particularly the engagement of moving ground targets, will demand concepts and associated capabilities for joint, real-time, fully integrated sensor-to-shooter. The U.S. Army Special Operations Command has mirrored TRADOC's doctrine

transformation process in many respects. The U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) and the Army Special Operations Battle Lab are preparing operational and organizational (O&O) plans that address Special Forces, Rangers, Psychological Operations (PSYOP) and Civil Affairs (CA) doctrine. The USAJFKSWCS is also modifying existing doctrine to reflect new capabilities and lessons learned from recent operations supporting Operation Enduring Freedom and the Global War on Terrorism.

The Army must guarantee future Army doctrine is nested within, rather than simply compatible with, joint and multinational doctrine. These efforts to shape Army doctrine will continue throughout the mid- and far terms. By the midterm, the Army will reform the doctrinal development process so that it is agile and efficiently reflects the best available thought on the art and science of military operations.

The Army Doctrine Hierarchy

The Army's warfighting doctrine is organized into a three-tiered hierarchy that provides a structure for developing and implementing Army doctrinal publications. Tier 1—Army Doctrine is the highest-level tier and includes those publications that offer a broad perspective on Army operations. There are 140 Tier 1 FMs and these include FM 1 and FM 3-0. Tier 2—Proponent Doctrine is the second tier that captures the bulk of proponent-level FMs. There are currently 280 Tier 2 FMs that include all proponent doctrinal publication FMs covering functions, units, and the employment of Soldiers and systems. Tier 3—Reference Doctrine is the final tier and groups those FMs that contain information that seldom changes and could apply to any Soldier or unit. There are currently 200 Tier 3—Reference FMs covering tasks such as providing first aid, physical training, and

marksmanship. Army Special Operation Forces (ARSOF) doctrinal publications are being revised to reflect a tiered approach while specific TTP are being included for ARSOF components that will enable timely review and updates of doctrinal publications.

Warfighting Doctrine Development During Transformation

To support the transformation of the Army, TRADOC develops doctrine on the familiar three axes of Army Transformation, per *Final Draft TRADOC Regulation 25-36, The TRADOC Doctrinal Literature Program*. Along the first axis, TRADOC is developing the TTP for the Stryker Brigade Combat Team (SBCT). Along the second axis, TRADOC is revising division and corps doctrine to link with joint and multinational doctrine. On the third axis, TRADOC is revising existing Army doctrine in accordance with the Doctrine Master Plan, a prioritized listing of all Army, joint, multi-Service, and multinational doctrine maintained by the TRADOC Deputy Chief of Staff for Doctrine Concepts and Strategy (DCSDCS) and used to obtain and prioritize resources for doctrine development.

TRADOC proponent schools and centers are developing SBCT doctrine and TTPs, which consist of a small set of core publications to guide the training and early organizational refinements of the SBCT, and follow-on doctrinal publications that support core publications, derived from unit training, lessons learned, and unit feedback.

Division and corps doctrine is being revised to address command and control (C2) and support requirements of the SBCT and to provide the requisite "hooks and links" for joint and multinational operations. Army doctrine

must also be nested in, rather than simply compatible with, current and emerging joint and multinational doctrine to address the capabilities of the SBCT, and eventually the Objective Force. The Army Vision, announced by the Chief of Staff, Army, in October 1999, gave TRADOC the mandate to incorporate key concepts of that Vision into doctrine.

The recent publication of *FM 3-90, Tactics*, and the publication of other key doctrinal publications in the very near future, such as *FM 3-91, Division Operations*; *FM 3-93, Decisive Force: The Army in Theater Operations*; *FM 4-0, Combat Service Support*; *FM 5-0, Army Planning and Orders Production*; and *FM 6-0, Command and Control*, will elaborate upon the doctrine in FM 1 and FM 3-0, to set the stage for Army Transformation. As these same publications are due for revision around 2006/07, the effort for developing SBCT doctrine will merge with the Doctrine Master Plan execution. Publications will reflect transformed doctrine as we move to the Objective Force.

The Doctrine Literature Master Plan (DLP) and Modernization

The DLP is the mechanism for managing, prioritizing, and forecasting resources for doctrine development. It accounts for the Army modernization process. It graphically depicts the policy for the development and management of Army, multi-Service, and joint doctrine and TTP by TRADOC and non-TRADOC proponents. Because doctrine development is decentralized across Army agencies, the DLP establishes standards, ensures consistency, and serves to institutionalize the doctrine development and production process.

Normal doctrine shelf life is five years (without revisions/updates), but certain events may

trigger early revisions/updates (i.e., changes in the common operational environment, operational lessons learned, organizational redesign, employment of new systems, etc.). With the release of the new National Security Strategy (September 2002) our recently published Army capstone and keystone doctrine (*FM 1, The Army*, and *FM 3-0, Operations*) must be reviewed to ensure consistency with this new strategy and policy directives. TRADOC will continue to realign its current doctrine to determine "what to train" in order to sustain the current force throughout Transformation.

For FY03, TRADOC doctrine proponents are working on 163 doctrinal requirements. TRADOC is resourced to 50 percent of the total doctrine requirement for FY03. The target milestones vary from program directive to camera-ready copy for publishing. Requested FY04-09 resource requirements are anticipated/estimated to provide the following doctrinal products:

- FY04 — 65 new/revised/draft products and 28 assessments
- FY05 — 60 new/revised/draft products and 13 assessments
- FY06 — 75 new/revised/draft products and 12 assessments
- FY07 — 143 new/revised/draft products and 42 assessments
- FY08 — 128 new/revised/draft products and 32 assessments
- FY09 — 53 new/revised/draft products and 34 assessments

To reduce the impact of resource shortages, TRADOC is researching, studying, and

exploring methods through an integrated process to enhance our capabilities to produce relevant doctrine in a timely manner. TRADOC is leveraging the use of new automation tools, establishing a professional cadre of doctrine developers, and instituting formal training to enhance the doctrine development process.

Doctrine—Training Development Integrated Process Team (IPT)

In June 2002, Headquarters, TRADOC established a Doctrine—Training Development IPT. Key Integrated Process Team (IPT) objectives include: establish a technology-enabled, doctrine—training development system that provides relevant doctrinal products that are easily tailored to individual and unit needs; create better linkages between doctrine and training development and products; more fully integrate Combat Training Center (CTC), Battle Command Training Plan (BCTP), Observer/Controllers (O/C), and instructors into the development process; maintain "jointness"; and provide feedback on related organizational and resource issues. The IPT initially identified the need to separate enduring doctrine from TTP-focused doctrine with separate development processes for each. The IPT is also assessing related technology-based and automated collaborative tools test initiatives. Among these technology-based programs is the Doctrine Taxonomy Initiative (DTI). The project represents an umbrella for a number of initiatives that are collectively focused on the development of an "object-based", next-generation document publishing system that will support the rapid generation of unique doctrinal products to support all potential users, from doctrine-training developers through individual Soldiers. The TRADOC-lead IPT initiative will culminate in a concept—doctrine—training development system that produces concept-driven, doctrine-based, relevant, integrated, focused, standards-based, timely,

and user-friendly products to support the field Army Transformation efforts.

Doctrine Taxonomy Initiative (DTI)

The DTI is a test program of object-based publication of doctrinal products. As part of DTI, doctrine subject matter experts decompose doctrine and select Mission Training Plans (MTP) and lessons learned into low-level, stand-alone pieces of information or topics. This technique is referred to as chunking. The chunks are then tagged or classified for easy retrieval. The classification scheme used to tag the chunks is called taxonomy. Once the chunks are tagged according to the taxonomy, they become objects. A doctrinal object is the lowest level of self-contained doctrine that has practical application to the warfighter. Objects are the foundation for object-based publications. A doctrinal object is a concise and self-contained document structure that allows the Army to build information in highly specialized and focused products that address a particular topic. These small documents can then be pulled together in any number of combinations to build highly customized, user-centric documents and other

information products. Objects are designed to be simple containers for information that are not specifically associated with a particular tool, but intended to be used in a wide range of tools that manipulate the objects as needed. A DTI proof of principle test is scheduled to be executed beginning in early FY03. The proof of principle will use the SBCT final draft FMs along with selected MTP and lessons learned as base test material. The test will measure responsiveness and accuracy to Soldier queries and taxonomy completeness.

Conclusion

The Army's doctrine must enable core warfighting capabilities while increasing strategic responsiveness and dominance over an expanded range of mission environments and threats. These efforts to shape Army doctrine will continue throughout the midterm and far term. By the midterm, TRADOC will reform its doctrinal development process so that it is agile and continues to reflect the best available thought on the art and science of military operations and, in the far term, ensure that the rewrite of fundamental doctrine is accomplished to provide transformed warfighting doctrine for the Objective Force.